

DRUG DISCOVERY POSITIONING PLATFORM



MASTER POSITIONING

For drug discovery and development scientists everywhere, Millipore provides the best tools to do your best work—better than any competitor—because only we are creating the first, end-to-end workflow solution built by acquiring or partnering with the most respected brands and thought leaders in the world—expanding the capabilities of each to create even better, leading edge products and services—and delivering it all via an unparalleled level of peer support that helps you advance in new and unexpected ways, faster than you may have thought possible.

MASTER MESSAGING You need the best tools to do your best work. Because they free your mind to focus on what matters most: the new idea that will lead to the next breakthrough. We're building Millipore Drug Discovery for you. Bringing together many of the world's best brands and most respected thought leaders for the first time, working together with more resources—more effectively—than they could on their own. All to advance toward a common goal. *Yours.*

As life scientists ourselves, we understand what your greatest discovery and development challenges are. At its core, the work can be difficult, tedious and time-consuming (not to mention costly).

But the result can be life-altering for perhaps millions of people around the world. So we are committed to making this process more efficient for you than anyone else—so you

can get to the accurate, reliable and marketable results you seek faster.

Imagine having a single resource for the best new thinking in drug discovery and development. Where you'll find more new ways to seamlessly connect the two via a complete workflow solution that ensures *continuity of knowledge* throughout the entire process.

All the tools you need are here, including the latest approaches to kinases and phosphatases, GPCRs, ion channels, biomarkers, immunoassays, immunodetection, multiplexing and high content analysis. As you move deeper into the development process, our BioPharma Services will guide you through the regulatory process as well.

Here, you'll find fellow scientists—many of whom are recognized thought leaders themselves—who will work with you, side-by-side. Helping you use these new tools and end-to-end workflow solutions to advance your work—perhaps in ways you never thought possible.

When you see the Millipore name, you may think you already know us. For decades, our parent company's name has been synonymous with reliability and innovation in filtration devices. Our legacy products are probably in your own lab right now.

Today, we're extending our rich heritage into the very heart of life sciences, drug discovery and development. Acquiring or partnering with many of the best-known, most respected brands and thought leaders in the world. Chosen because they are the best. Developing other capabilities in-house. And then integrating them all into a seamless workflow solution that no competitor can match—and that will *bring new discoveries to market faster.*

Millipore Drug Discovery is being built by scientists, for scientists. So we'll always look to the future, with your emerging needs as a guide for your growth, and ours. *Together we advance.*

MASTER TONE Our primary targets are those scientists dedicated to unraveling and impacting the mysteries of disease: the drug researchers and developers who work in pharmaceutical, biotech and academic settings. Like highly-skilled surgeons, these scientists realize they literally hold the power of life in their hands. For it is their work that could ultimately enhance—even save—the lives of millions around the world.

They are at once humbled and emboldened by this awesome responsibility. And they believe few outside their inner circle can truly understand how they feel about their work. So, in line with the Millipore corporate brand strategy, we should be both empathetic and confident in our conversations with them.

True to human nature, most scientists believe they are among the best at what they do. And therefore, they only want to work with the best ('true peers'). So they'll respond positively to Millipore's model of building an organization of the best, focused

on serving the best.

Given that Millipore does not yet have a long history in drug discovery and development, we should carefully manage the idea that we are their 'peers.' Again, we should leverage the halo effect of acquired brands, partners and thoughts leaders as 'proof' that we are in fact drug discovery and development scientists ourselves, brought together under the Millipore brand to do more than we could do independently. *The best, here to serve the best. And made better by the company we keep.*

KINASES & PHOSPHATASES

GPCRs

ION CHANNELS

BIOMARKERS & IMMUNOASSAYS

HIGH CONTENT ANALYSIS (HCA)

BIOPHARMA SERVICES

POSITIONING DRIVER

Now more than ever, the thought leaders who developed the industry standard are advancing the promise of kinases and phosphatases faster and deeper than any competitor can.

Now more than ever, the original GPCR leaders are pushing the frontiers of research forward, advancing novel products and services like no competitor can.

Now more than ever, the original thought leaders are advancing the world's first, truly commercial ion channel tools company.

Now more than ever, the original biomarker and immunoassay leaders are developing the latest and best new tools to advance your work.

Now more than ever, the original multiplexing leaders have accelerated the pace of high content analysis by developing the first preassembled assay kits for multiple targets.

Now more than ever, we have advanced the CRO concept, developing the first end-to-end workflow solution that helps you make better decisions and achieve quality, value-added results faster than ever before.

LEADERSHIP

A lot of companies use the word, but we can prove it via Upstate's legacy of 'firsts.' We can leverage this leadership (the 'gold standard') to preempt competitors. And assure researchers that Upstate's integration into Millipore creates a fertile ground for even more 'firsts' than ever before. Cases in point: our expanding Kinase/Phosphatase Profilers, KinaseProfilers XL for large data sets, FlexLab—and more to follow.

Chemicon set the pace and tone of the market (first to have functional cell-based GPCR profiling)—setting the new standard that competitors were forced to soon follow. Chemicon's integration into Millipore means that we have more resources now than ever before to continue this legacy of leadership. Continually looking at new ways to attack these established targets. Moving beyond old processes, and old knowledge. Moving boldly toward the NCEs that lead to new patents, and new, safer drugs.

The ion channel world has been small, as the broader scientific community has sought 'proof' that these targets are commercially viable for both safety and discovery applications. Millipore is that proof: Via the Upstate acquisition, we offer the industry's most extensive commercial cell line portfolio—26+ targets and growing. The products and services are here, and growing: We truly are demystifying this most elusive of all target classes.

Two proof points: 1) The Linco and Upstate acquisitions bring 25 years of thought leadership to the table, which we can leverage against the brand equity of entrenched leaders such as Bio-Rad and 2) This thought leadership led to the first multiplex assays for Luminex: Now that we have the full resources of Millipore to work with, what will be the next major advancement be, from the industry's original thought leaders?

The need for high content analysis has never been greater, as competitive pressure builds to bring new drugs to market faster. Until now, developers had to rely on assay kits that included only one or two antibodies, such as those developed by Thermo Fisher. Or, they had to resort to flipping through catalogs from BD, Cell Signaling Technologies or Invitrogen and build their own assays. Recognizing the need to cut through the inefficiency, Millipore has leveraged our long legacy of multiplexing expertise to create the first-ever, multiple-target assays for high content analysis.

How do you choose the right outsourcing partner to achieve high-quality results faster? Millipore is the first to simplify your decision, providing the only end-to-end workflow solution that's scalable to your exact needs, wherever you are in the discovery and development process. Here, you'll find a unique continuum of products, services and scientific experience that delivers the quality and speed you seek. Better results begin with better decisions, starting with whom you choose as your outsourcing partner. We are that partner.

EFFICIENCY

We have the most diverse product line and can not only serve the broadest range of researcher needs, but also be the only source they need for new advances. A foundation for now, and a pipeline into the future. A true launching point for commercializing discovery.

The proof: More cell lines than any competitor, with more added every month. For researchers, a single source for the latest and best thinking in products and services—all from one trusted source. There's little if any internal R&D investment necessary: Millipore has the technology, methodology and thought leadership to target what scientists can't in-house.

It's not about the electrophysiologist 'propeller heads' working in the basements of Big Pharma anymore. We're making ion channels as mainstream as any other target, with automated patch clamp equipment that trained technicians can easily use. There's no need for scientists to invest heavily in and develop their own cell lines in-house: We have the full services to do the primary screening and subsequent profiling, all right here. *We're bringing the commercial barriers down.*

There are examples everywhere you look: largest selection of analytes/applications; more than 150 multi-species targets; broadest selection of ELISAs and RIAs for metabolic syndrome; customizable panels, stringent criteria for sensitivity/reproducibility/specificity, etc.: All tools that help satisfy the scientist's need for speed, accuracy and reliability of results.

You may already know how we make drug discovery more efficient, using our kinases and phosphatases, GPCRs and ion channels to discover your compounds. Now, you can use the first-ever HCA multiplexing kits to learn more about your lead compounds earlier in the development process. Trust our kits for what you need most: reproducibility, high throughput and information-rich results that reveal the sensitivity and specificity of your content. And, our kits will work well with whatever equipment you already have.

Our end-to-end workflow solution provides a continuity of knowledge that just isn't possible for CROs that follow traditional outsourcing models. Because we get deeply involved with your work earlier in the process than other CROs can, we offer new insights all along the discovery and development pipeline—insights that lead to new ideas. New approaches that save time and money. And that yield better results, faster. No traditional CRO can say that.

INNOVATION

Via Upstate, Millipore is among the field's leading 'thought leaders'—a position that will play well with researchers who seek the best, in order to achieve *their* best. We're continually improving upon the industry-leading foundation that we have built, developing new approaches to research design, new ways to deal with data—and new ways to imagine the future.

Researchers know that the best tools mean faster results: GPCR Profiler creates new insights that quickens lead optimization. Today, we're at the leading edge of GPCR research, and looking confidently beyond. Exploring new methods of screening, in collaboration with the NIH Screening Consortium and others. Customizing new, more efficient solutions for drug researchers today, and tomorrow.

Millipore Drug Discovery is a new *and faster* engine for driving the exploration of ion channels. From a competitive standpoint, the key is continually merchandising the advancement of new ideas, expanding upon our industry-leading commercial product line. We want researchers to seek out *'what's Millipore working on now?'*—a genuine interest that, as peers, we can reciprocate.

We essentially 'invented' this market, but have never rested on our laurels. As part of Millipore, we have the resources to accelerate the pace at which we advance, providing more and better solutions for scientists.

Millipore is on the forefront of advancing drug safety, as part of our drive to create the first, end-to-end workflow solution for drug discovery and development. Our HCA multiplexing assays are the first of their kind. And while other companies may soon follow with their own versions, we will have already moved on to the next generation of this important work. The stakes have never been higher in the world of drug discovery. The more pressure the market brings, the more you can count on Millipore to help you advance.

For 50+ years, our sole ambition has been to help scientists achieve theirs. This unwavering tenacity—to unravel the mysteries of disease in new and unexpected ways—has taken us to the very frontier of scientific innovation. Today, we are the global life sciences company that offers the best tools to do your best work. With a reputation for being 'first,' creating the next breakthrough approach to help you advance your work. Reinventing the CRO is just one more way we shorten the distance between what you dream—and what you achieve.